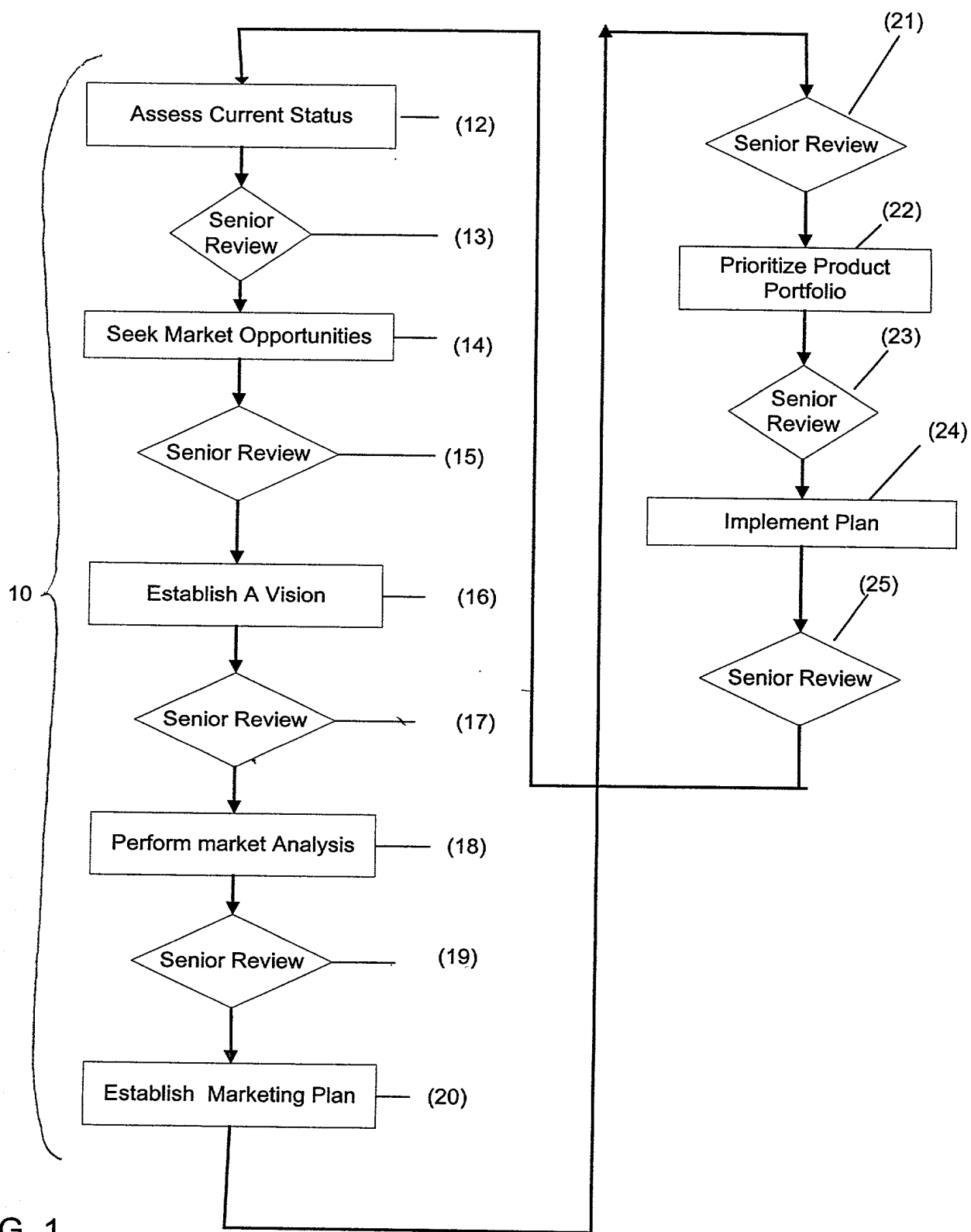


FIG. 1



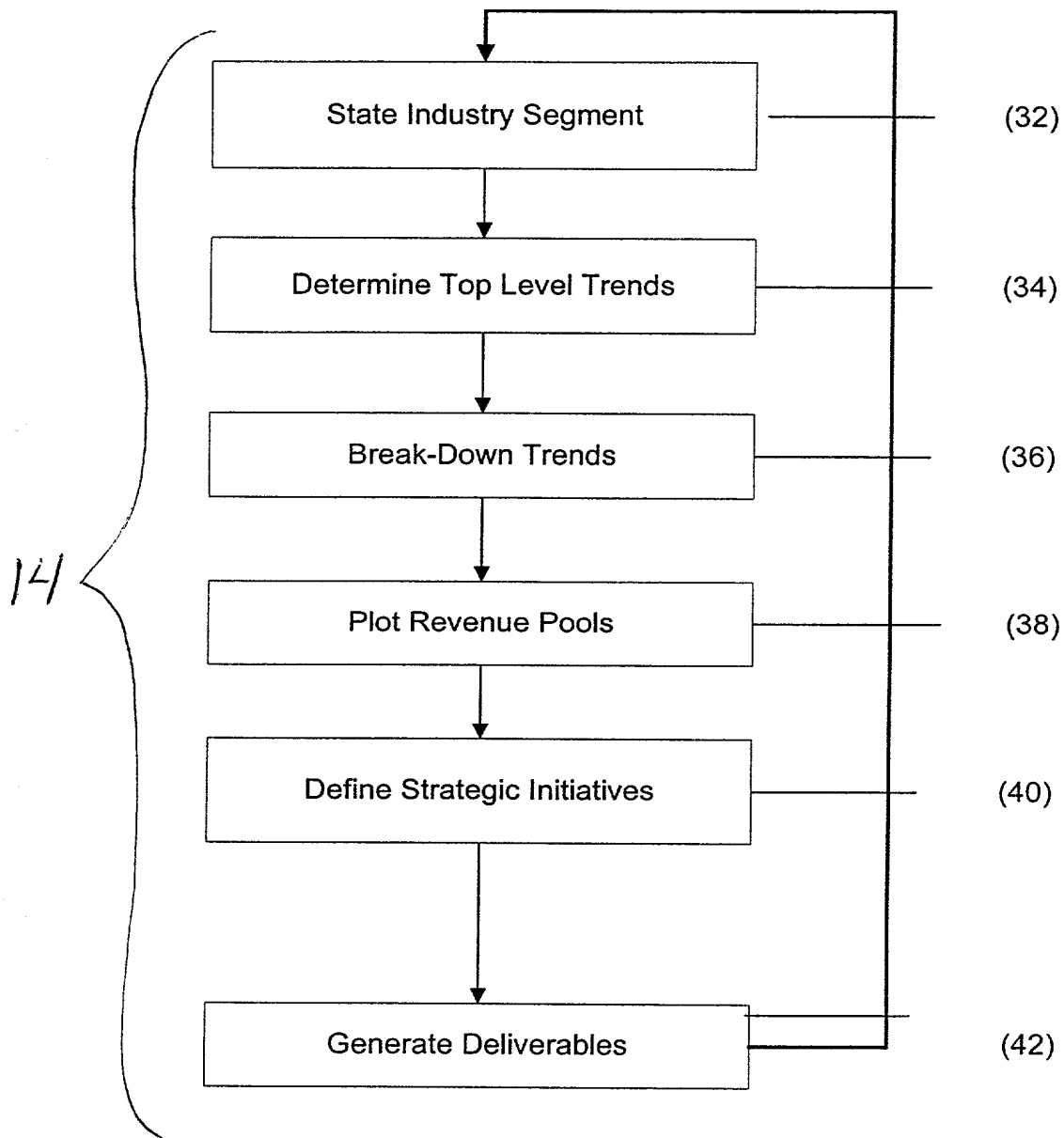


FIG. 2

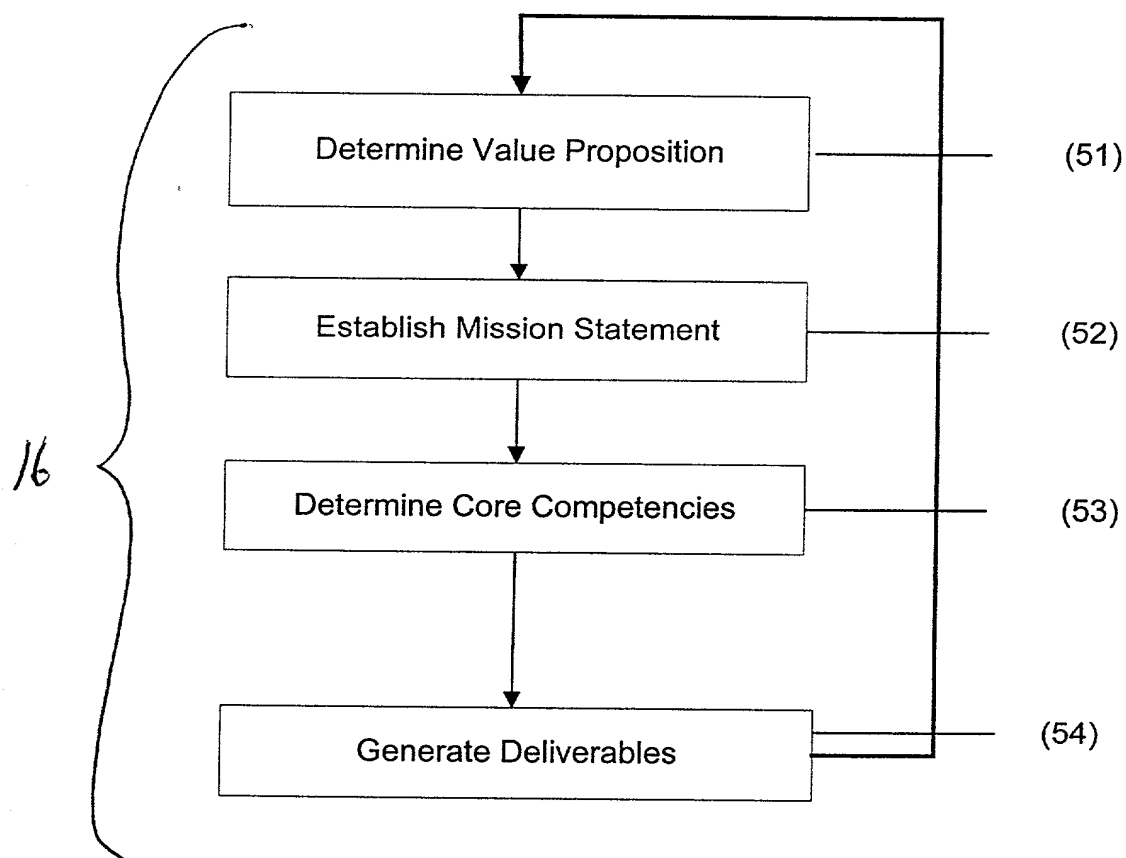


FIG. 3

201 207a 207b 206 204 202 200

212

OE = Operational Excellence
CI = Customer Intimacy

* Baseline Company score equals Integrator Requirements (score = 5)

Value Proposition	Bus. Mktg	Competed A	Competed B	Customer Importance	Bus. Mktg Score	A Score	B Score
Energy							
248nm	5	5	5	7	35	35	35
193nm	3	5	5	10	30	50	50
Rep-Rate							
248nm	5	5	5	7	35	35	35
193nm	3	5	5	10	30	50	50
BW							
248nm	5	5	5	7	35	35	35
193nm	5	5	5	7	35	35	35
Dose							
248nm	5	5	5	5	25	25	25
193nm	5	5	5	5	25	25	25
Software	5	5	5				
Ease of Integration	3	5	5	3	9	15	15
\$/BP							
248nm	5	6	6	8	40	48	48
193nm	5	6	6	8	40	48	48
Manufacturing	7	3	5	7	49	21	35
Reliability	7	2	4	10	70	20	40
Spares	7	5	5	7	49	35	35
Training	8	5	5	3	24	15	15
Services	10	5	5	7	70	35	35
Metrology	7	5	5	3	21	15	15
APC							
Applications	7	2	2	5	35	10	10

Product Lead Score for Baseline Company = 34

OE Score for Baseline Company = 41

CI (WPS) Score for Baseline Company = 25

200

Fig. 5

201

203

205

222 — 220

Business Competitor Competitor B	Product Lead		OE		CI	
	Rank	Score	Rank	Score	Rank	Score
	2	29	1	50	1	40
	3	34	3	34	3	22
	1	34	2	43	2	22

Customer Importance	
Product Lead	2
OE	1
CI	3

230

Fig. 6

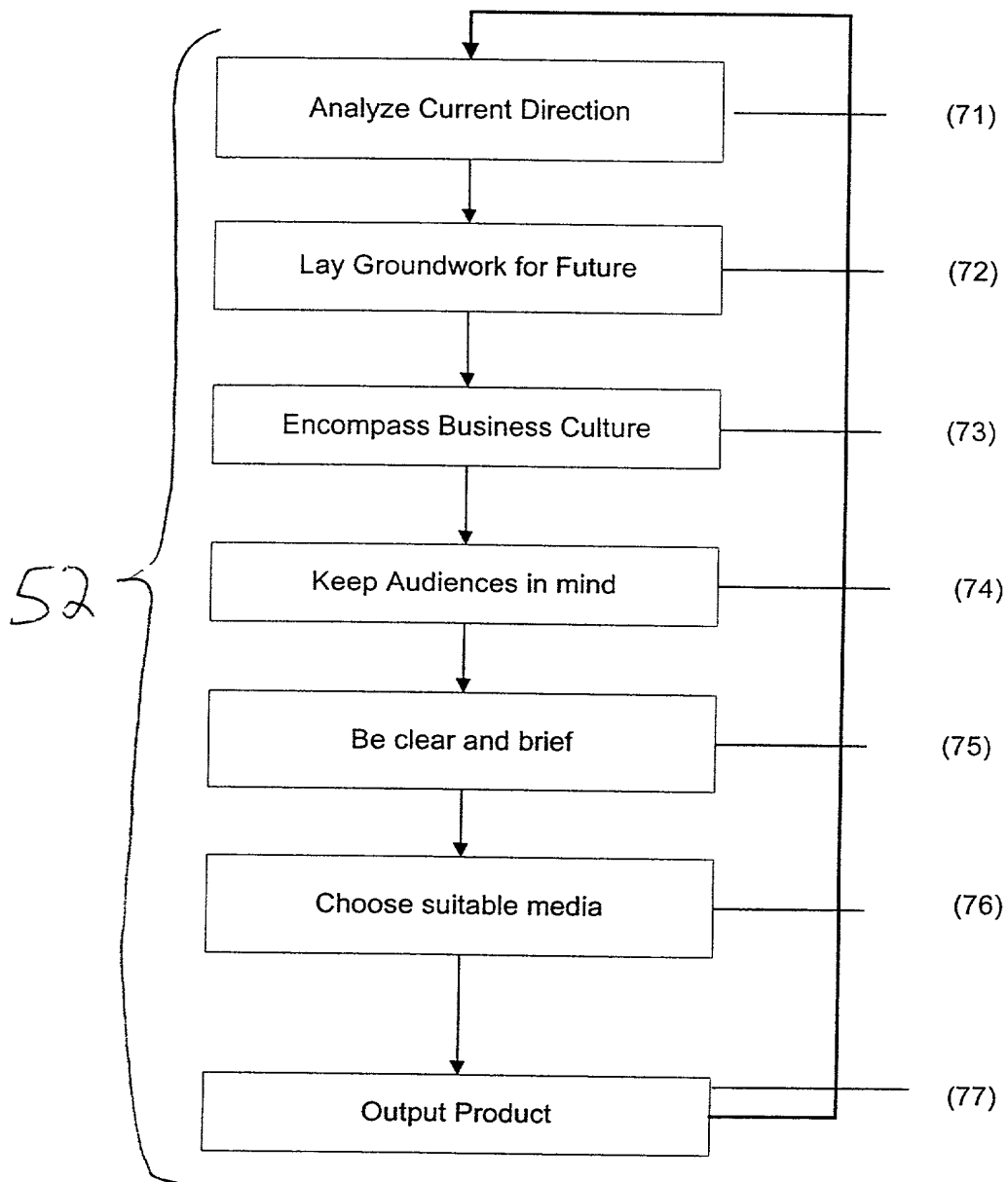


FIG. 7

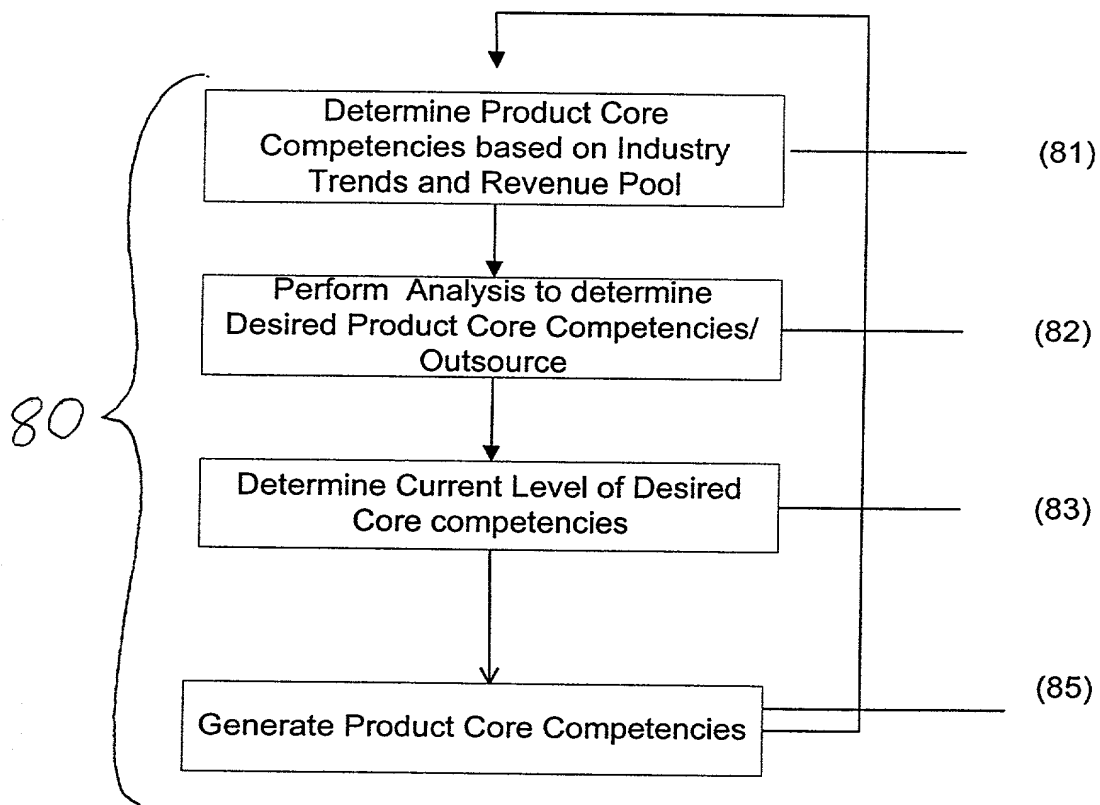


FIG. 8

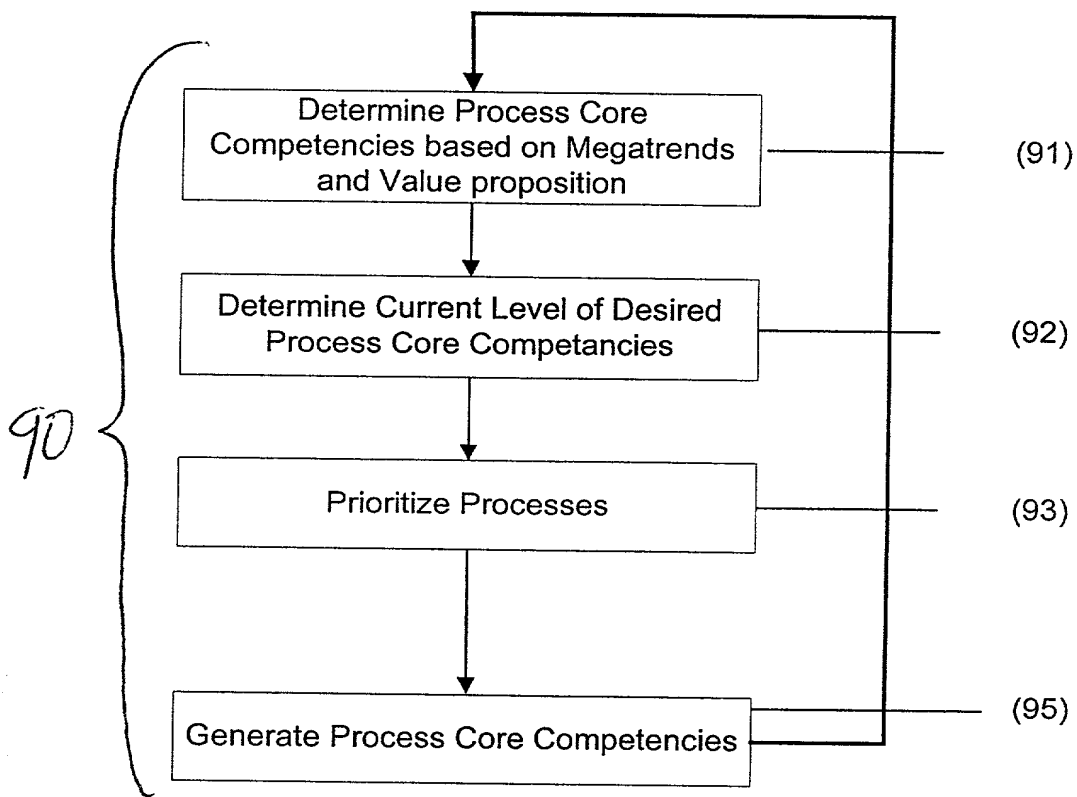


FIG. 9

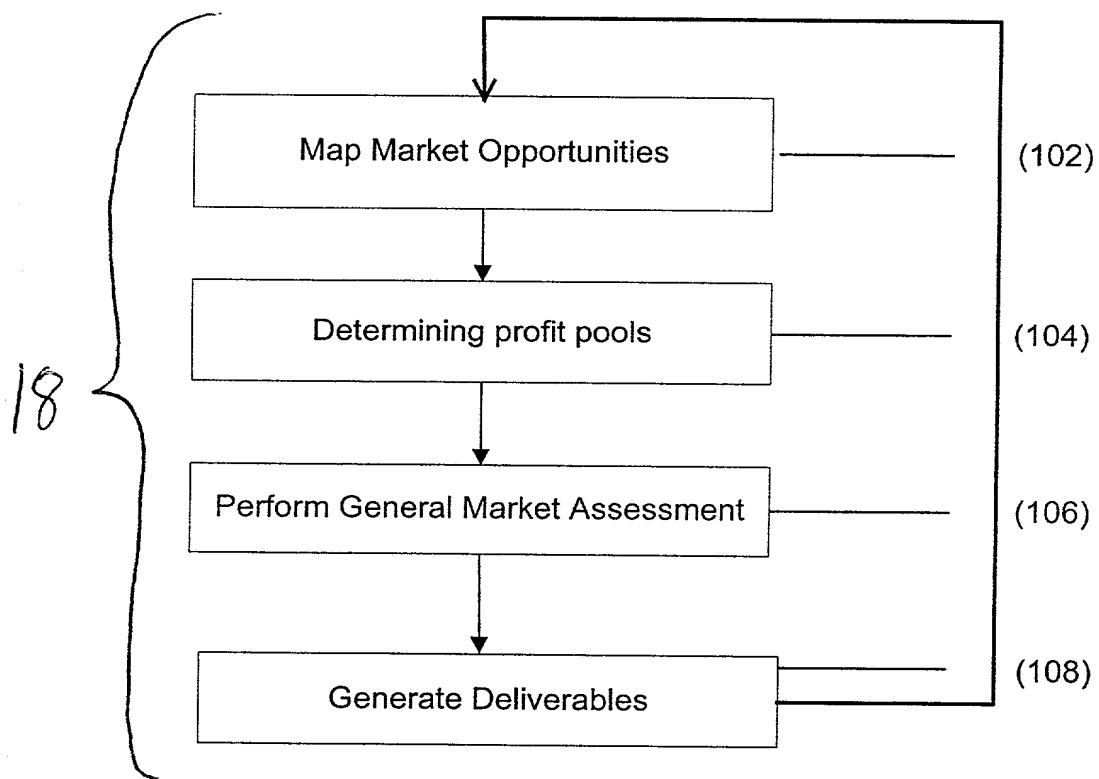


FIG. 10

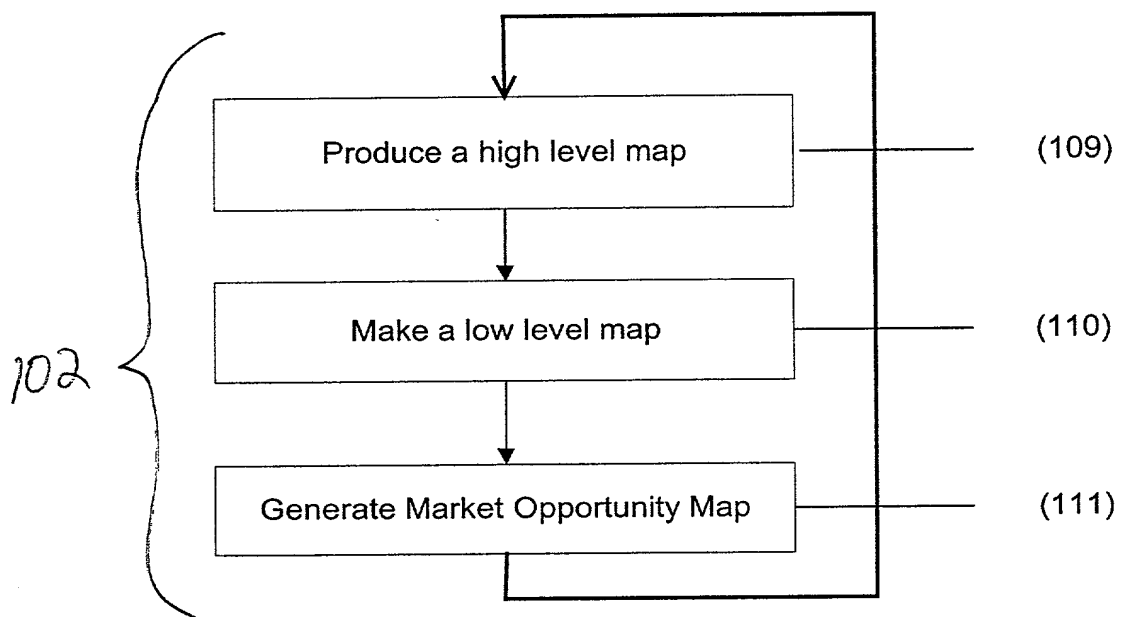


FIG. 11

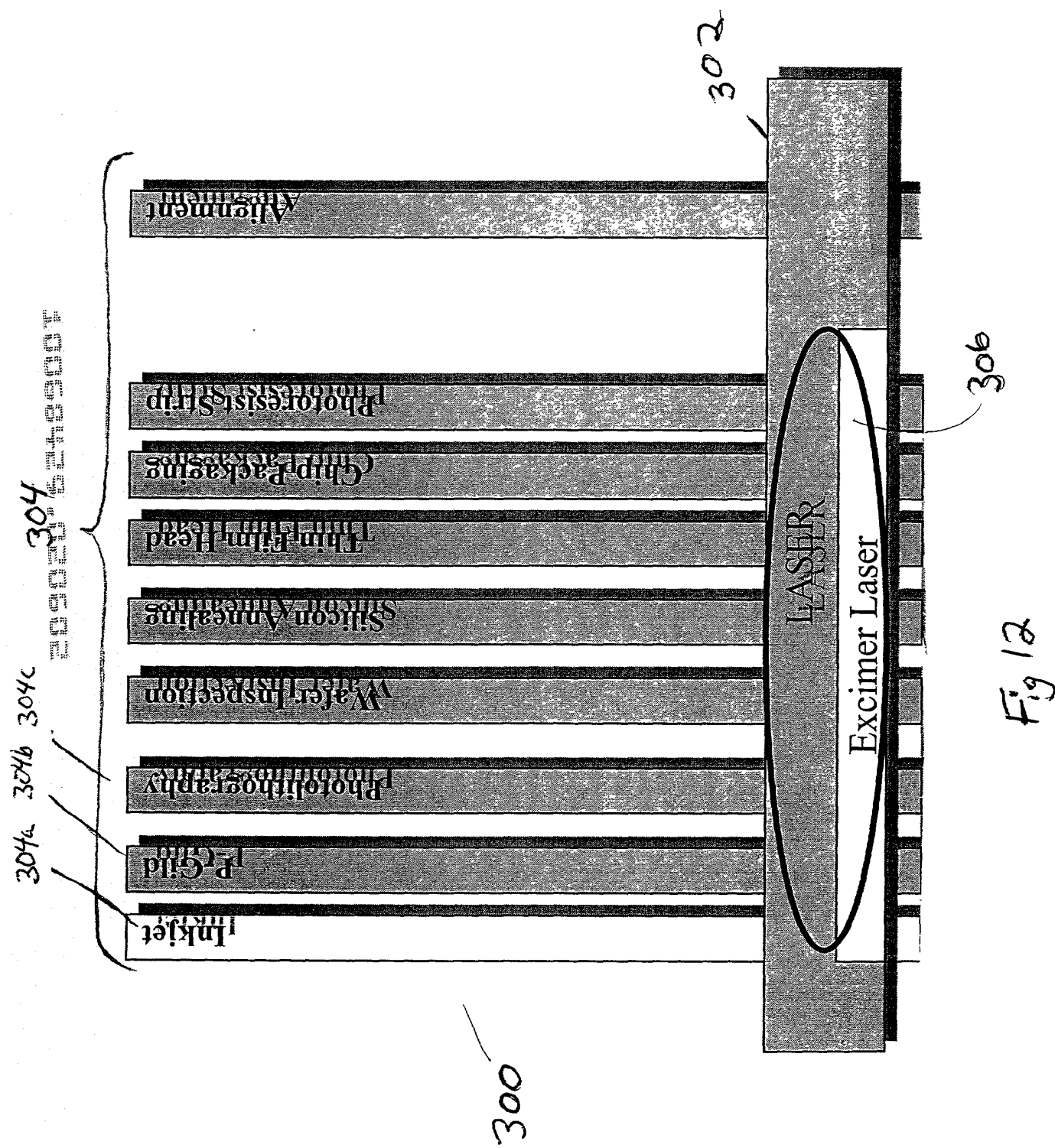


Fig 12

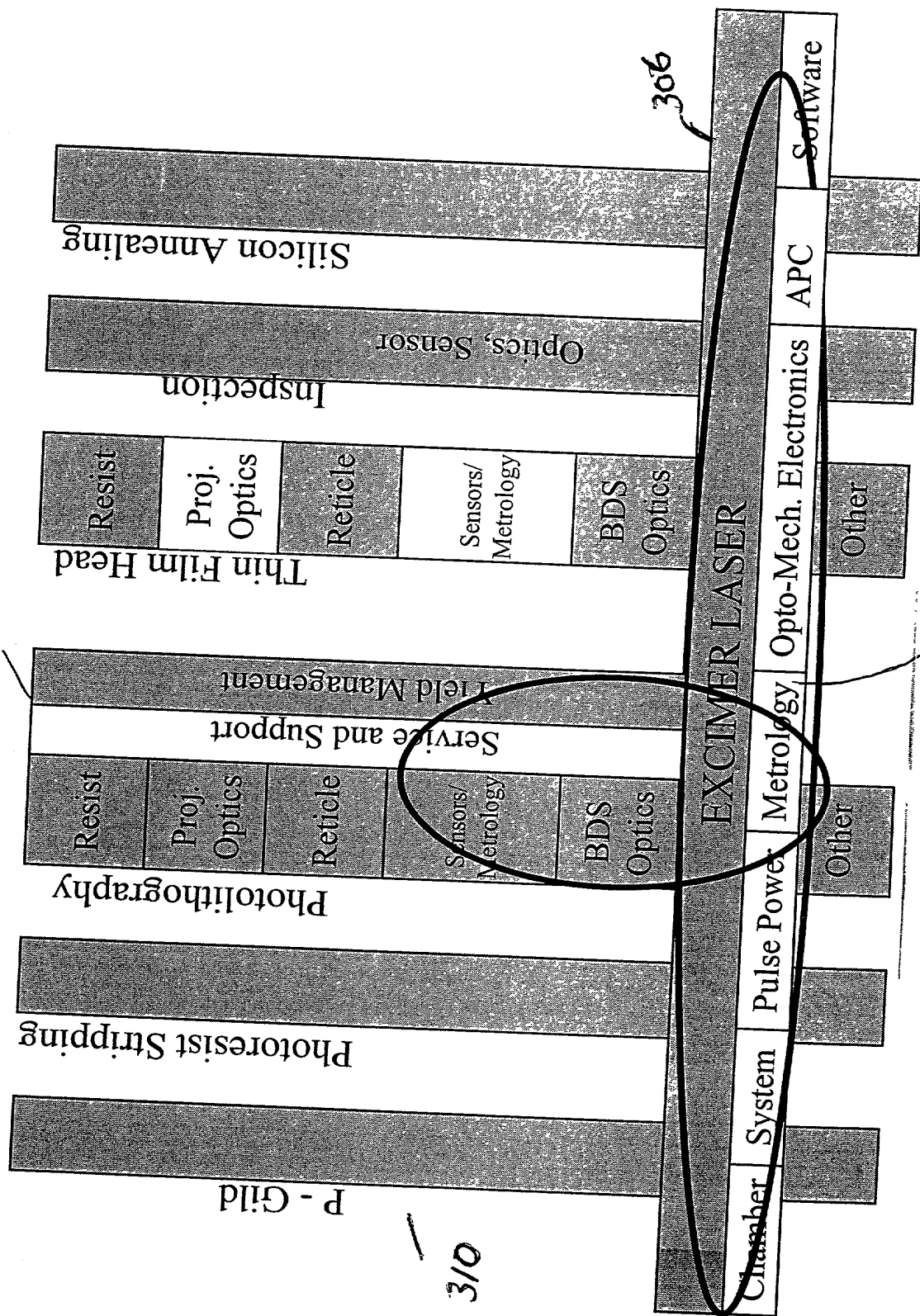
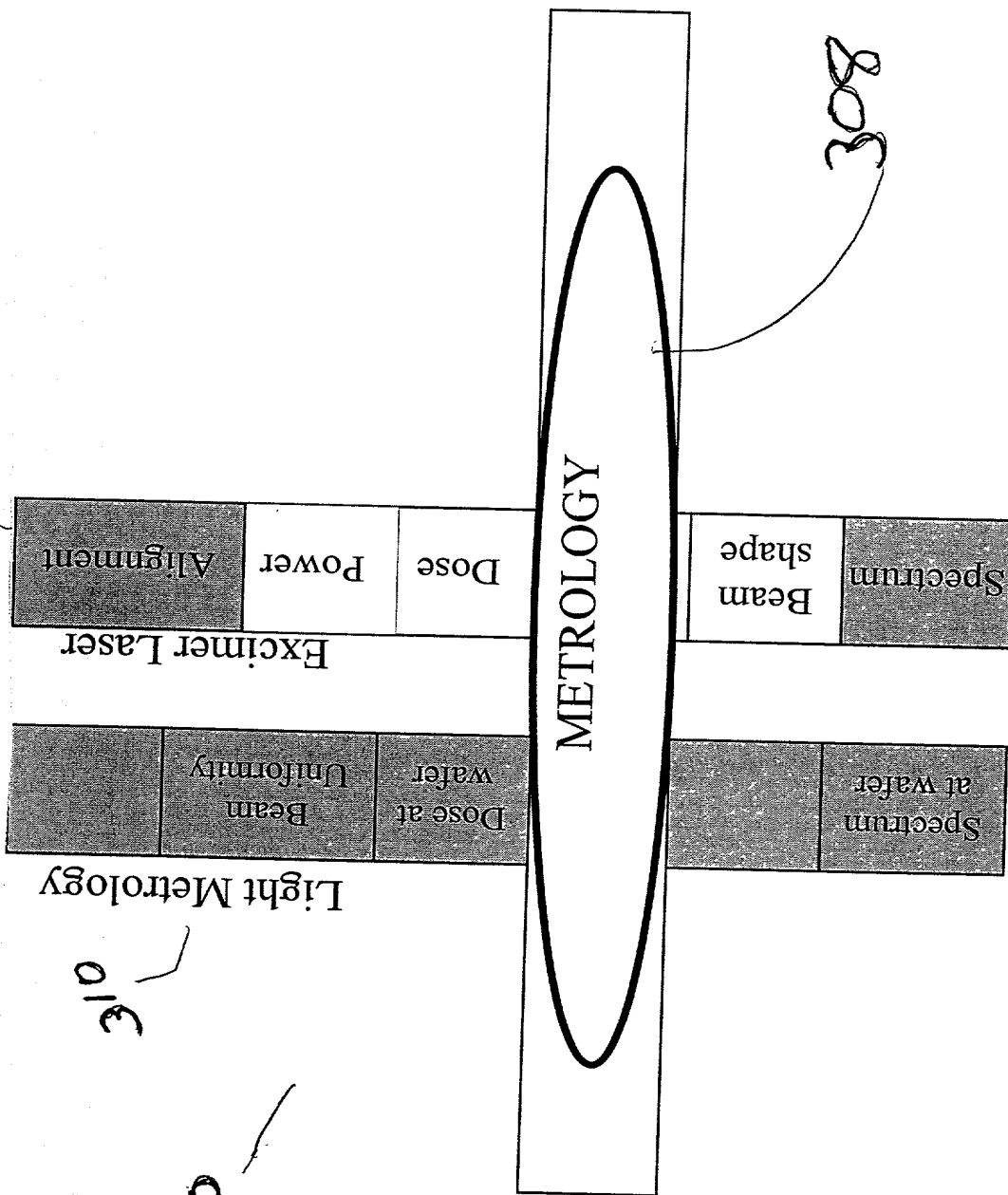


Fig. 13 -

Fig 14



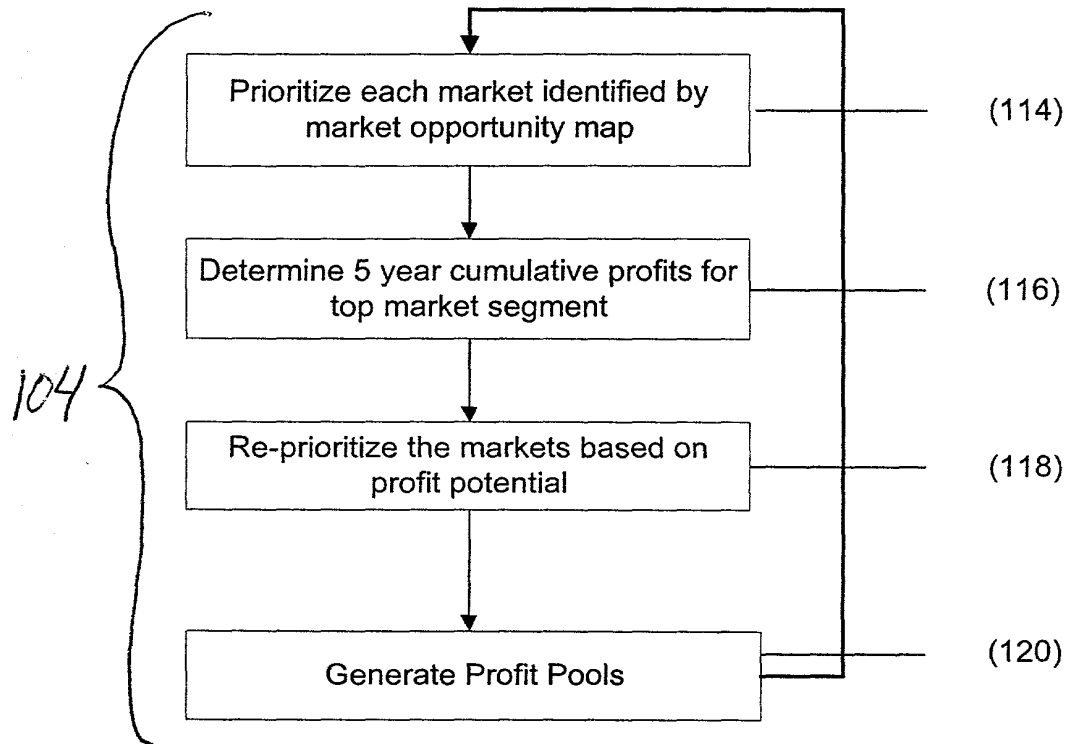


FIG. 15

Market Assessment Checklist	
Mission Statement	
Proposed Program Team	
Market Overview	
Market Definition (What, Why)	
Market Conditions	
Market Growth (CAGR)	
Market Maturity level	
Players and Technologies	
Profile of top 10	
Total Number	
Customers (and endusers, if applicable)	
Total Number	
Negotiating Power	
Market Profile by Geography	
Barriers to Entry	
General Market IP Level	
Initial Capital Costs	
Economies of Scale	
Customer's cost of switching to new product	
Market Dynamics	
Market Volatility	
Past changes/shifts in the industry	
Complementary Technologies (Infrastructure)	
Overview and Strategy	
Current Status	
Business Strategy	
Potential M&A Targets	
"Must Have Attributes"	
"Nice to Have Attributes" Prioritization	
Pros and Cons	
Patent Portfolio	
Goals and Objectives	
Market Competition	
Competitors Analysis	
Competing Technologies	
Porter Analysis of the Market	
Market Forecast (5 years cumulative)	
Assumptions	
Timing of introduction	
Market Revenue Forecast	
Risk Assessment	
Recommendations	

400

Fig. 16

Porter Analysis: Product A		0.4	
Threat of new entrants (-2,-1,0,1,2)		Power of suppliers (-2,-1,0,1,2)	
Economies of scale are	-1	2	2 is low
Product differentiation is	2	1	2 is high
Capital requirements are	-1	-2	2 is high
Switching costs are	2	0	2 is low
Business' control of distribution channels is	2	0	2 is low
Business' proprietary knowledge is	2	2	2 is low
Business' access to raw materials is	-2		
Business' access to government subsidies is	-2		
Power of buyers (-2,-1,0,1,2)		Threat of substitute products (-2,-1,0,1,2)	
Concentration of buyers	2	-1	2 is low
Volume of purchase	0	-2	2 is low
Product differentiation of suppliers	2	0	2 is low
Threat of backward integration	2		
Knowledge of supplier's cost structure	2		
Buyer's profitability	1		
Importance of supplier quality to final product	1		
Percent cost spent of supplier's input	2		
Intensity of competitive rivalry (-2,-1,0,1,2)		2 is low	
Number of competitors	2	2	2 is low
Industry growth rate	2	2	2 is high
Fixed costs	-1	-1	2 is low
Product differentiation	1	1	2 is high
Switching costs	1	1	2 is high
Exit barriers	1	1	2 is low
Strategic stakes	-1	-1	2 is low

410

FIG. 17

412

414

NBD MA Checklist : Market Name	
Mission Statement	
Proposed Program Team	
Market Overview	
Market Definition (What, Why)	
Market Conditions	
Market Growth (CAGR)	
Market Maturity level	
Market Drivers	
Players and Technologies	
Profile of top 10	
Total Number	
Market Share Division	
Profit Margins	
Customers (and endusers, if applicable)	
Profile of top 10	
Total Number	
Market Share Division	
Value Perceptions	
Negotiating Power	
Market Profile by Geography	
Barriers to Entry	
General Market IP Level	
Initial Capital Costs	
Learning Curve	
Economies of Scale	
Customer's cost of switching to new product	
Pricing	
Product Price	
Price Differentiation	
Price Elasticity	
Cost	
Fixed	
Variable	
Market Dynamics	
Market Volatility	
Past changes/shifts in the industry	
Complementary Technologies (Infrastructure)	
Overview and Strategy	
Current Status	
Business Strategy	
Potential M&A Targets	
"Must Have Attributes"	
"Nice to Have Attributes" Prioritization	
Pre-M&A Checklist	
Product Strategy	
Detailed Product Functionality	
Preliminary Performance Spec	
Technical C&F Studies	
Product Price	
Sales and Distribution Channels	
Pros and Cons	
Patent Portfolio	
Goals and Objectives	
Market Competition	
Competitors Analysis	
Competing Technologies	
Porter Analysis of the Market	
Market Forecast (5 years cumulative)	
Assumptions	
Timing of introduction	
Market Units Forecast by year	
Market Revenue Forecast	
Potential Cymer Market Share by year	
Resource Requirements	
Financial Analysis	
Cumulative Investment (5 years)	
Cumulative Revenue (5 years)	
Cumulative Profit (5 years)	
Payback time	
IRR	
NPV	
Risk Assessment	
Scenario Analysis (Best/Worst outcome)	
Recommendations	

— 420

Fig 18

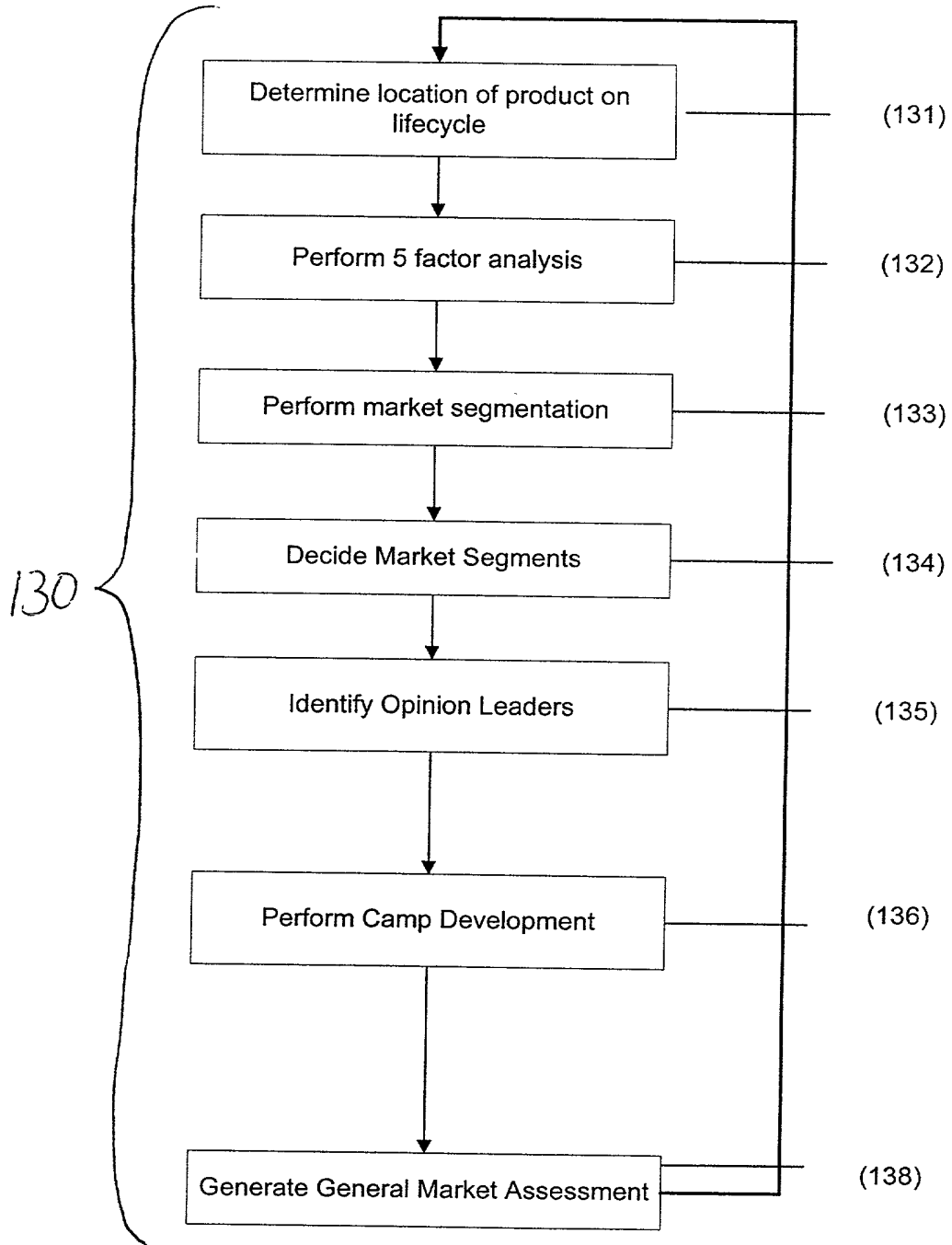


FIG. 19

500

510

MUST HAVE													
Desired Core Comp. Link	Availability	Vision	Cultural Fit					Potential Mkt. Leader	ST Gain				
			Integrity	Drive for Innovation	Teamwork	Passion to Succeed	Balance through Humor						
✓	Maybe	✓	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	✓				
✓	✓	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	✓				
✓	✓	Maybe	Maybe	✓	Maybe	Maybe	✓	Maybe	✓				
✓	x	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe				
✓	x	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	✓				
✓	✓	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe				
✓	✓	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe				
✓	✓	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe				
✓	✓	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe				
✓	✓	x	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe				
✓	✓	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe				
✓	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe	Maybe				

companies	
Company A	
Company B	
Company C	
Company D	
Company E	
Company F	
Company G	
Company H	
Company I	
Company J	
Company K	

Fig. 20

520

NICE TO HAVE		
companies	Geog. Proximity	LT Gain
		IRR > 30%
Company A	x	Maybe
Company B	x	Maybe
Company C		Maybe
Company D	x	Maybe
Company E	x	Maybe
Company F	✓	Maybe
Company G	x	Maybe
Company H	✓	Maybe

Fig. 21

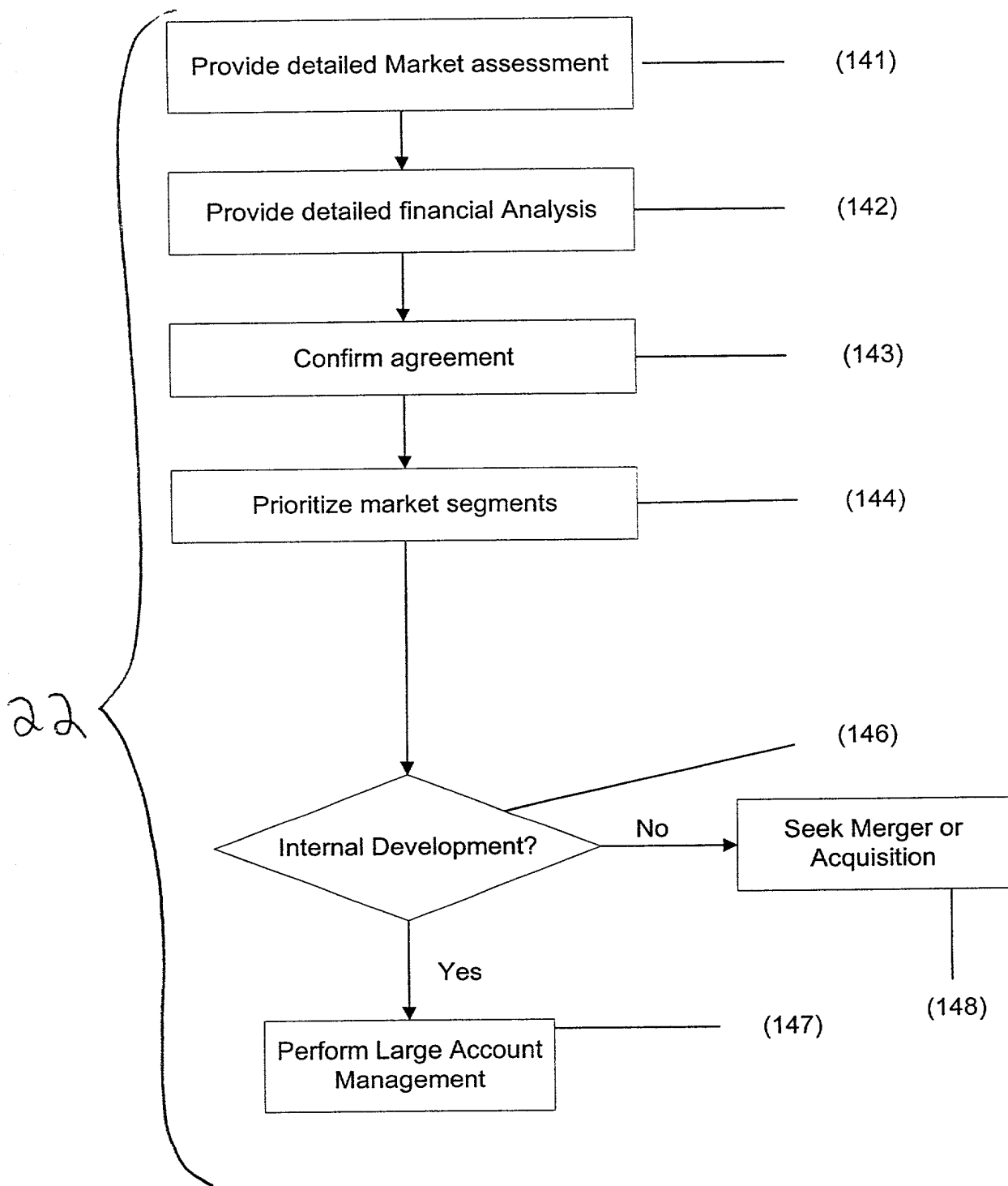


FIG. 22

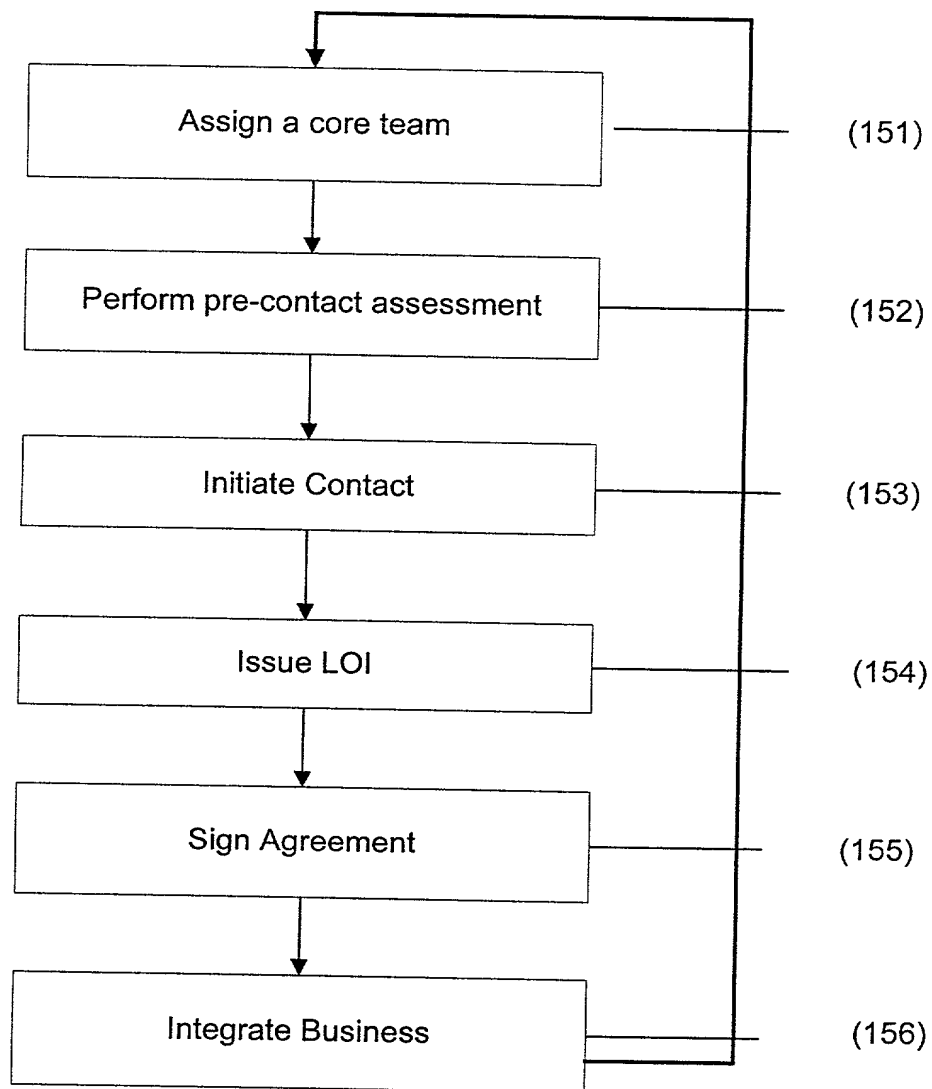


FIG. 23

FIG. 24

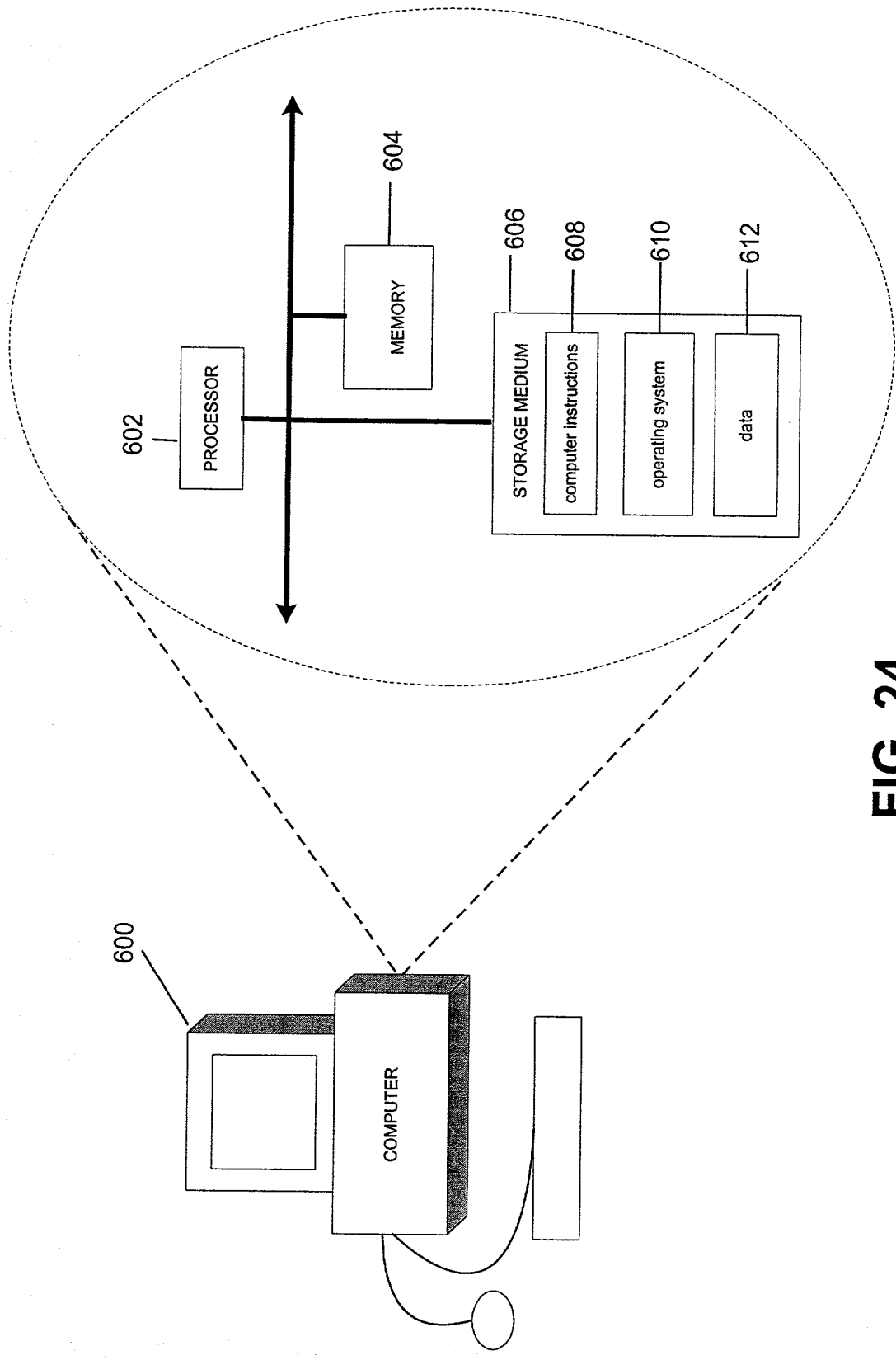


FIG. 24

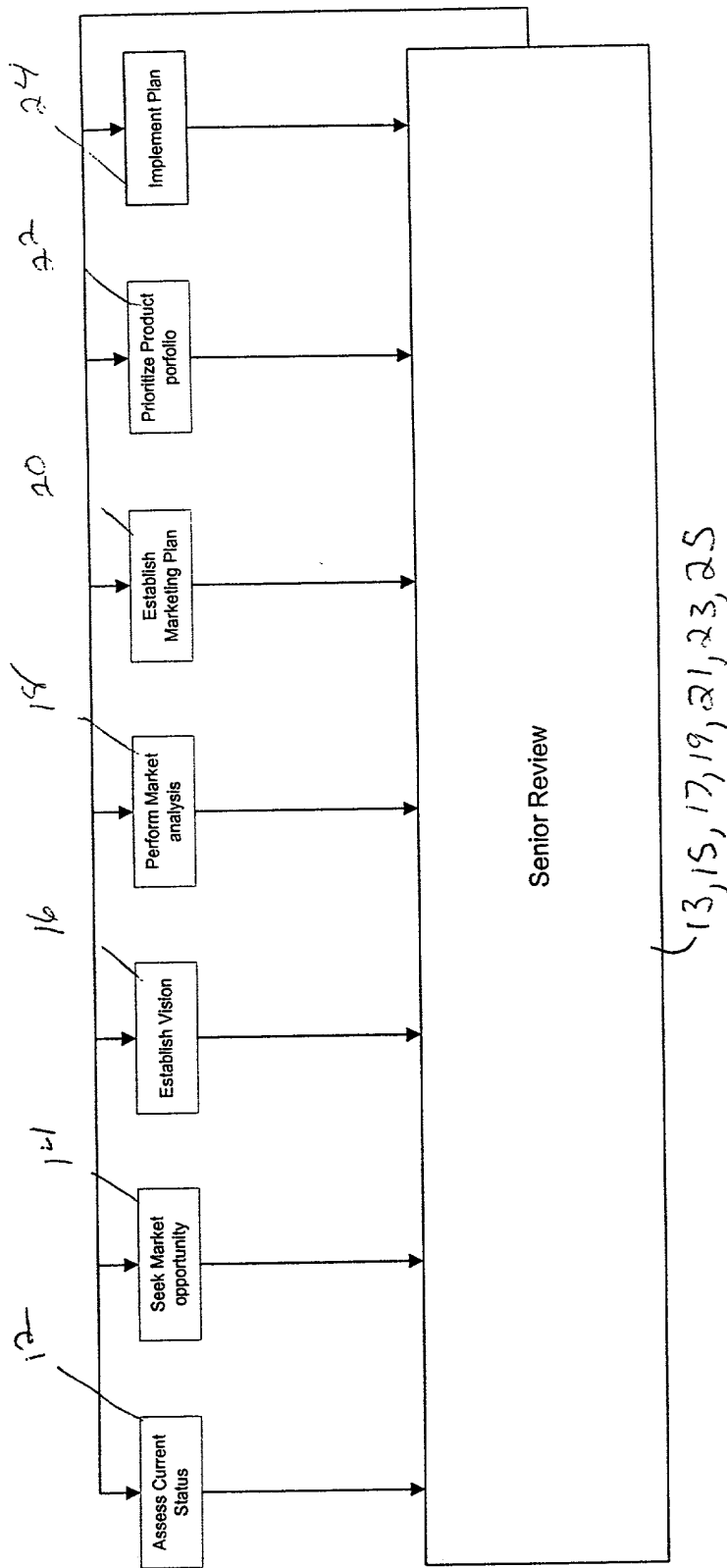


FIG. 25